

**REPORT OF THE
FINANCE COMMITTEE OF THE
BOARD OF DIRECTORS OF THE
COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

OCTOBER 10, 2008

ATTENDANCE

Present: Chairman David Carvalho and Directors Quin R. Golden; Luis Muñoz, MD, MPH; Heather O'Donnell, JD, LLM and Jorge Ramirez (5)

Board Chairman Warren L. Batts (Ex-Officio)

Absent: Benn Greenspan, PhD, MPH, FACHE (1)

Also Present: Director Hon. Jerry Butler

Pitt Calkin – Interim Chief Financial Officer, Cook County Health and Hospitals System; Leslie Duffy – Director of Procurement, Cook County Health and Hospitals System; Elizabeth Reidy – Deputy Chief, Civil Actions Bureau, Office of the State's Attorney; Gretchen Ryan – Project Manager, MedAssets; Deborah Santana - Office of the Secretary to the Board of Commissioners of Cook County; David R. Small – Interim Chief Executive Officer, Cook County Health and Hospitals System; Robert Wright – Executive Project Director, MedAssets

Ladies and Gentlemen:

Your Finance Committee of the Board of Directors of the Cook County Health and Hospitals System met pursuant to notice on Friday, October 10, 2008 at the hour of 10:00 A.M. at Stroger Hospital, 1901 W. Harrison Street, in the fifth floor conference room, in Chicago, Illinois.

Your Finance Committee has considered the following items and upon adoption of this report, the recommendations follow.

Roll Call

Deborah Santana, of the Office of the Secretary to the Board, called the roll of members, and it was determined that a quorum was present.

Status Report on the Group Purchasing Organization and related matters

Leslie Duffy, Director of Procurement of the Cook County Health and Hospitals System, presented a status report on group purchasing organizations (GPO). (See Attachment #1.) Questions were raised with regard to estimated savings; Ms. Duffy indicated that research is currently being done, but issues such as lack of training and staff resources are challenges she faces.

During the discussion of the item, Chairman Carvalho suggested that an analysis be done to examine the savings that could be realized by entering into a group purchasing organization that is outside of Cook County ordinance boundaries.

David R. Small, Interim Chief Executive Officer of the Cook County Health and Hospitals System, responded that Metropolitan Chicago Healthcare Council (MCHC) had been commissioned in 2007 to do an analysis on group purchasing. Their report stated operational and organizational changes that the System is proposing to do. They performed a thirteen hundred item review, comparing it to just one GPO. Mr. Small did not recall the exact figure, but he stated that it was a very significant cost difference.

Chairman Carvalho asked whether the analysis in 2007 was based upon existing Cook County ordinances, including those involving contract compliance.

Mr. Small replied that the question relating to contract compliance and GPOs has been raised with the State's Attorney. The question was, would each purchase of a single item with a particular vendor under the GPO need to meet the ordinance requirements?

Elizabeth Reidy, Deputy Chief of the Civil Actions Bureau of the Office of the State's Attorney, informed the Committee of the preliminary opinion of the State's Attorney's Office on the matter. She stated that it was determined that each purchase with a vendor for an item under a GPO would be subject to MBE/WBE compliance.

Chairman Carvalho noted that this would seem to have an affect on the pricing and that the MCHC analysis should be done both assuming compliance with contract compliance and without.

Director Muñoz requested a copy of the 2007 MCHC analysis¹.

Mr. Small stated that he could provide the analysis.

Discussion turned to the subject of the JD Edwards system. It has been mentioned that it is inadequate for the System's needs; Chairman Carvalho stated that this opinion is being questioned. In order to prepare for when this discussion comes up, he stated that deficiencies should be tracked, documented and accumulated, along with the improvements that would be available with an alternative system.

Chairman Carvalho asked Mr. Small for an update on the procurement policy.

Mr. Small stated that he expected to have the full package of procurement policies and procedures at the next meeting of the Finance Committee².

Update from MedAssets on Revenue Cycle Project

Robert Wright, Executive Project Director and Gretchen Ryan, Project Manager from MedAssets, presented an update on the Revenue Cycle Project. (See Attachment #2.) Questions were raised and discussion took place on the information provided.

Chairman Carvalho stated that the information provided on the revenue cycle raises the question – which improvements are related to faster processing, and which improvements are related to better processing?

Director Muñoz asked whether that information could also include a month-to-month comparison relating to volume.

Mr. Wright stated that he could provide the information at the next Finance Committee meeting³.

Director O'Donnell stated that in the 2009 Budget, it was anticipated that an additional \$20 million would be generated as a result of MedAssets' efforts. She asked whether progress measurement was available to ensure that efforts are on target with the expectations.

Mr. Small stated that this information could be supplied on a regular basis⁴.

While discussing entering doctors' orders into the system, Chairman Carvalho inquired whether the system is set up to capture the right name for the right doctor. He referenced instances long ago under a prior system in which this information was being entered under only one doctor's name as the admitting doctor, even after he no longer worked there.

Ms. Ryan stated that her initial answer would be yes, but that she would follow up on the question and get a definitive answer⁵.

Discussion turned to information technology and the different systems used. Mr. Small clarified some points with regard to the systems interactions and compatibility. He stated that the earlier issues surrounding the two hundred points of interface between the systems had been identified; the technological application interaction issues have been resolved. What remains to be resolved is related to how the information is defined and used.

During the presentation, the subject of the Limit of Liability policy arose. Mr. Small stated that they are reviewing the completed draft policies; this is expected to be presented to the Finance Committee fairly soon.

Discussion took place on the subject of big-picture policy questions such as those relating to the Limit of Liability policy. Comments were made with regard to how these issues should be presented, discussed and deliberated; also discussed were some of the questions that will need to be addressed in order to decide these matters.

In response to a question from Director O'Donnell with regard to aged receivables, Mr. Small stated the System has taken off 2.25 million accounts for close to \$1 billion, and takes it through the audits of 2004. For 2005, 2006 and 2007, he stated that he would be coming forward with a policy for the Board to adopt that allows the System to recognize and write them off sooner, on a monthly basis. He provided information on efforts by information services to migrate the 2005 and 2006 accounts to an inactive status. These are accounts that have already been written off, but have not been taken off the system.

Mr. Wright stated that the action on these accounts is purely from an administrative standpoint; there is zero profit and loss impact, the true rationale for doing this is not to get the books cleared from a dollar standpoint, because that has already been dealt with.

Chairman Carvalho clarified the issue: they have been written off the books, they don't show up on the accounting statements, nobody thinks that they are still there, except the computer, because no one took them out of the computer.

Pitt Calkin, Interim Chief Financial Officer for the Cook County Health and Hospitals System, stated that this issue was referenced in Deloitte & Touche's management letter as one of its comments. There is a management response to this comment, where going forward, this is expected to be done on a monthly basis like most hospitals do around the country.

Discussion continued on the presentation, with detailed questions relating to coding and charges.

After the presentation, Mr. Small provided the Committee with an update on the 2009 Budget. He stated that they are concluding the final load of the information into the County's budget system. It is expected that verification of the information will be done next week. At some point next week, the CD containing the budget and a cover memorandum will be delivered to the President and to the County Commissioners, prior to the meetings that have been scheduled with them to discuss it.

Chairman Carvalho referenced the contretemps regarding the release of the 2009 Budget document. After the September 26th Finance Committee meeting and the October 3rd Board meeting, he was under the impression that there was a short summary of the budget that would be available for reporters once the budget was approved by the full Board and had so-informed a reporter prior to the Board meeting. He was incorrect, but left the meeting just as it ended. He apologized to the public for the error and the confusion created by this. He noted that in prior years, no information regarding the health system's budget was ever available to the public prior to presentation of the complete County budget to the public by the County Board President, so in many ways, the public has had available to it much more information, discussed openly in several Finance Committee and Board meetings, than it has ever had before. He regretted the confusion surrounding the specific pieces of paper to be released and the timing of their release.

With regard to scheduling for the Strategic Planning plenary session, Director Golden requested that the Directors check their schedules for either October 30th or in the first or second week of November. Additionally, she noted that there was a draft letter handed out at the last meeting; if any changes are suggested, please let them know.

Review and discussion of the following:

- Report of the Finance Committee for the meeting of August 18, 2008 (deferred on September 12, 2008 and September 26, 2008).
- Report of the Finance Committee for the meeting of September 12, 2008 (deferred on September 26, 2008).
- Report of the Finance Committee for the meeting of September 26, 2008.

Chairman Carvalho explained the purpose of having the Finance Committee reports on the agenda, even after the Board has approved them. This provides Committee members the opportunity to review and discuss the reports. Additionally, if any errors are found in the report, corrections can be made and ratified at the Board level. He stated that on a going-forward basis, the agenda will always include the previous meeting's report for review; the reason why there are three reports for this meeting is because the Committee has run out of time to discuss the earlier reports at previous meetings.

Chairman Carvalho inquired whether any members had corrections to the reports. Hearing none, Chairman Carvalho moved to the next item on the agenda.

Public Comments

Chairman Carvalho asked the Secretary to call upon the registered speakers.

Ms. Santana replied that there were none.

Adjournment

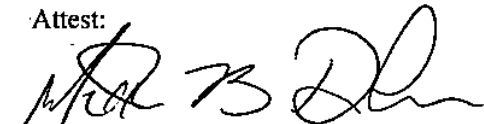
Chairman Carvalho, seconded by Director Muñoz, moved to adjourn. THE MOTION CARRIED UNANIMOUSLY AND THE MEETING ADJOURNED.

Respectfully submitted,
Finance Committee of the
Board of Directors of the
Cook County Health and Hospitals System



David Carvalho, Chairman

Attest:


Matthew B. DeLeon, Secretary

The following was requested or was indicated as a follow-up item at this meeting:

- ¹ Request by Director Muñoz for a copy of the 2007 MCHC analysis. On page 2. (David Small)
- ² Follow up: procurement policy and procedures to be presented at the next meeting of the Finance Committee. On page 2. (David Small)
- ³ Follow-up: Robert Wright (MedAssets) to provide information on which improvements are related to faster processing, and which improvements are related to better processing at the next Finance Committee meeting. At Director Muñoz' request, this information should also include a month-to-month comparison relating to volume. On page 2.
- ⁴ Request by Director O'Donnell for progress measurement to ensure that MedAssets' efforts are on target with the expectation. On page 3. (David Small – to provide on regular basis)
- ⁵ Follow-up: Gretchen Ryan (MedAssets) to confirm that the system is set up to capture the right name for the right doctor as the admitting doctor. On page 3.

Report of the Finance Committee of the Board of Directors
of the Cook County Health and Hospitals System
Meeting of October 10, 2008

ATTACHMENT #1

Purchasing Progress- First 90 Days
Cook County Health and Hospitals System
Finance Committee Meeting
October 10th, 2008

1. Supply Chain Timeline
 - *handout*
2. Purchasing Update
 - Centralization
 - a. Benefits to all facilities
 - b. Timeframe
 - c. Staffing
 - Purchasing Process
 - a. GPO Update
 - i. WBE/MBE compliance
 - ii. Key meetings
 - iii. GPO Contracts-Benefits
 - b. Med/Surg Distribution
 - c. Food Distribution
3. Challenges
 - Lack of Data
 - a. Example-*handout*
 - b. Insufficient Data –lack product manufacture
 - Employee Training
 - a. Computer skills
 - b. Transition from current purchasing model to GPO

[illegible]

Supplier Name	Order Date	County State Number	Item Description	Item Description 2	Qty	UoM
Globe Medical Surgical Supply Co	1/10/2008	16-9588-5603	ADULT BREATHING CIRCUIT,	PREPACK, LATEX FREE	90	EA
Globe Medical Surgical Supply Co	1/14/2008	16-9588-5603	ADULT BREATHING CIRCUIT,	PREPACK, LATEX FREE	3000	EA
Globe Medical Surgical Supply Co	1/17/2008	16-9588-5603	ADULT BREATHING CIRCUIT,	PREPACK, LATEX FREE	90	EA
Globe Medical Surgical Supply Co	5/14/2008	16-9588-5603	ADULT BREATHING CIRCUIT,	PREPACK, LATEX FREE	1500	EA
Globe Medical Surgical Supply Co	7/10/2008	16-9588-5603	ADULT BREATHING CIRCUIT,	PREPACK, LATEX FREE	150	EA
Globe Medical Surgical Supply Co	8/11/2008	16-9588-5603	ADULT BREATHING CIRCUIT,	PREPACK, LATEX FREE	3000	EA
Globe Medical Surgical Supply Co	8/25/2008	16-9588-5603	ADULT BREATHING CIRCUIT,	PREPACK, LATEX FREE	180	EA
DMS Pharmaceutical Group Inc	4/29/2008	74-0121-5615	POT CHLORIDE IN .9% SODIUM	CHLORIDE, 1000ML	224	BT
DMS Pharmaceutical Group Inc	7/1/2008	74-0121-5615	POT CHLORIDE IN .9% SODIUM	CHLORIDE, 1000ML	210	BT
DMS Pharmaceutical Group Inc	7/25/2008	74-0121-5615	POT CHLORIDE IN .9% SODIUM	CHLORIDE, 1000ML	840	BT
Inter City Supply Co Inc	1/4/2008	02-0820-1350	CLEANER BOWL TIOLET 12BT/CS		100	CA
Inter City Supply Co Inc	4/18/2008	02-0820-1350	CLEANER BOWL TIOLET 12BT/CS		100	CA
Inter City Supply Co Inc	7/8/2008	02-0820-1350	CLEANER BOWL TIOLET 12BT/CS		50	CA
Inter City Supply Co Inc	10/1/2008	02-0820-1350	CLEANER BOWL TIOLET 12BT/CS		100	CA
Inter City Supply Co Inc	5/29/2008	02-0820-5000	CLEANER SOURING LIQUID 12QT/CS		40	CA
Abatement Materials Inc	1/3/2008	02-4795-1617	PAD FLOOR BUFFING RED 17IN		50	CA
Abatement Materials Inc	1/3/2008	02-4795-1700	PAD BURNISHING 5PAD/CS		50	CA
Abatement Materials Inc	7/8/2008	02-4795-1700	PAD BURNISHING 5PAD/CS		40	CA
Abatement Materials Inc	9/10/2008	02-4795-1700	PAD BURNISHING 5PAD/CS		50	CA
DMS Pharmaceutical Group Inc	4/25/2008	10-0002-1087	LIQUID, NUTRITIONAL PRODUCT	1-1	20	CA
DMS Pharmaceutical Group Inc	4/30/2008	10-0002-1087	LIQUID, NUTRITIONAL PRODUCT	1-1	24	CA
Abbott Nutrition/div of Abbott Lab	7/24/2008	10-0002-1087	LIQUID, NUTRITIONAL PRODUCT	1-1	36	CA
DMS Pharmaceutical Group Inc	3/19/2008	10-0002-1088	LIQUID, NUTRITIONAL PRODUCT		30	CA
DMS Pharmaceutical Group Inc	4/25/2008	10-0002-1088	LIQUID, NUTRITIONAL PRODUCT		100	CA
DMS Pharmaceutical Group Inc	4/30/2008	10-0002-1088	LIQUID, NUTRITIONAL PRODUCT		24	CA
Abbott Nutrition/div of Abbott Lab	7/24/2008	10-8300-1007	LIQUID, NUTRITIONAL PRODUCT	1.06	3	CA
Ross Products	2/14/2008	10-8300-1009	LIQUID, NUTRITIONAL PRODUCT	IKCAL	36	CA
Ross Products	4/7/2008	10-8300-1009	LIQUID, NUTRITIONAL PRODUCT	IKCAL	40	CA
Ross Labs, C/O Abbott Labs D.C.	4/21/2008	10-8300-1009	LIQUID, NUTRITIONAL PRODUCT	IKCAL	40	CA
Ross Products	4/25/2008	10-8300-1009	LIQUID, NUTRITIONAL PRODUCT	IKCAL	50	CA
Abbott Nutrition/div of Abbott Lab	7/24/2008	10-8300-1009	LIQUID, NUTRITIONAL PRODUCT	IKCAL	54	CA
Abbott Nutrition/div of Abbott Labs	9/30/2008	10-8300-1009	LIQUID, NUTRITIONAL PRODUCT	IKCAL	40	CA
Ross Products	3/31/2008	10-8300-1101	LIQUID, NUTRITIONAL PRODUCT	HIGH NITROGEN	36	CA
Ross Products	3/31/2008	10-8300-1118	LIQUID NUTRITIONAL	HIGH NITROGEN	36	CA

Oak Forest Hospital Store Room	Inlander Brothers Co Inc	5/23/2008	03-9212-3600	TOWEL, PAPER, MULTIFOLD NIBRO
Cermak Hospital Store Room	Inlander Brothers Co Inc	6/5/2008	03-9212-3600	TOWEL, PAPER, MULTIFOLD NIBRO
Oak Forest Hospital Store Room	Inlander Brothers Co Inc	6/11/2008	03-9212-3600	TOWEL, PAPER, MULTIFOLD NIBRO
Provident Hospital Store Room	Inlander Brothers Co Inc	6/17/2008	03-9212-3600	TOWEL, PAPER, MULTIFOLD NIBRO
Cermak Hospital Store Room	Inlander Brothers Co Inc	7/15/2008	03-9212-3600	TOWEL, PAPER, MULTIFOLD NIBRO
Cermak Hospital Store Room	Inlander Brothers Co Inc	8/19/2008	03-9212-3600	TOWEL, PAPER, MULTIFOLD NIBRO
Cermak Hospital Store Room	Inlander Brothers Co Inc	9/16/2008	03-9212-3600	TOWEL, PAPER, MULTIFOLD NIBRO
Oak Forest Hospital Store Room	Inlander Brothers Co Inc	9/19/2008	03-9212-3600	TOWEL, PAPER, MULTIFOLD NIBRO
Provident Hospital Store Room	Inlander Brothers Co Inc	9/30/2008	03-9212-3600	TOWEL, PAPER, MULTIFOLD NIBRO
Cook County Hospital Store Roo	Inlander Brothers Co Inc	1/4/2008	03-9212-3621	TOWELS PAPER "C" FOLD 10.25 I
Cook County Hospital Store Roo	Inlander Brothers Co Inc	3/10/2008	03-9212-3621	TOWELS PAPER "C" FOLD 10.25 I
Cook County Hospital Store Roo	Inlander Brothers Co Inc	6/3/2008	03-9212-3621	TOWELS PAPER "C" FOLD 10.25 I
Cook County Hospital Store Roo	Inlander Brothers Co Inc	6/3/2008	03-9212-3621	TOWELS PAPER "C" FOLD 10.25 I
Cook County Hospital Store Roo	Inlander Brothers Co Inc	9/29/2008	03-9212-3621	TOWELS PAPER "C" FOLD 10.25 I
Cook County Hospital Store Roo	Inlander Brothers Co Inc	5/6/2008	08-0120-0020	BAG, GROCERY PAPER KRAFT NO. 2
Cook County Hospital Store Roo	Bebon Office Machines	7/10/2008	08-0120-0020	BAG, GROCERY PAPER KRAFT NO. 2
Cook County Hospital Store Roo	Bebon Office Machines	9/24/2008	08-0120-0020	BAG, GROCERY PAPER KRAFT NO. 2
Cook County Hospital Store Roo	Bebon Office Machines	1/14/2008	08-0120-0040	BAG, GROCERY PAPER KRAFT NO. 4
Cook County Hospital Store Roo	Globe Medical Surgical Supply Co	3/10/2008	08-0120-0040	BAG, GROCERY PAPER KRAFT NO. 4
Cook County Hospital Store Roo	Bebon Office Machines	9/24/2008	08-0120-0040	BAG, GROCERY PAPER KRAFT NO. 4
Cook County Hospital Store Roo	Bebon Office Machines	6/3/2008	08-0120-0080	BAG, GROCERY PAPER KRAFT NO. 8
Cook County Hospital Store Roo	Bebon Office Machines	9/24/2008	08-0120-0080	BAG, GROCERY PAPER KRAFT NO. 8
Cook County Hospital Store Roo	Bebon Office Machines	9/24/2008	08-0120-0100	BAG, GROCERY PAPER KRAFT NO. 10
Cermak Hospital Store Room	Bebon Office Machines	4/7/2008	08-0120-0120	BAG, GROCERY PAPER KRAFT NO. 12
Cermak Hospital Store Room	Bebon Office Machines	4/7/2008	08-0120-0160	BAG, GROCERY PAPER KRAFT NO. 16
Cook County Hospital Store Roo	Bebon Office Machines	6/17/2008	08-0120-0160	BAG, GROCERY PAPER KRAFT NO. 16
Cermak Hospital Store Room	Bebon Office Machines	4/7/2008	08-0120-0200	BAG, GROCERY PAPER KRAFT NO. 20
Cook County Hospital Store Roo	Bebon Office Machines	5/16/2008	08-0120-0200	BAG, GROCERY PAPER KRAFT NO. 20
Cook County Hospital Store Roo	Bebon Office Machines	9/24/2008	08-0120-0200	BAG, GROCERY PAPER KRAFT NO. 20
Cermak Hospital Store Room	Bebon Office Machines	4/7/2008	08-0120-0614	BAG, GROCERY PAPER 1/4 BARREL
Cook County Hospital Store Roo	Bebon Office Machines	8/15/2008	08-0120-0614	BAG, GROCERY PAPER 1/4 BARREL
Cook County Hospital Store Roo	Inter City Supply Co Inc	5/29/2008	02-0323-1140	BROOM 40IN POLU BRISTLE W/ WOO
Cermak Hospital Store Room	Inter City Supply Co Inc	7/31/2008	02-0323-1140	BROOM 40IN POLU BRISTLE W/ WOO
Cook County Hospital Store Roo	Inter City Supply Co Inc	9/24/2008	02-0323-1140	BROOM 40IN POLU BRISTLE W/ WOO
Cook County Hospital Store Roo	Progressive Industries Inc	10/1/2008	02-0720-1002	BUCKET MOP STAINLESS STEEL GEE
Provident Hospital Store Room	Progressive Industries Inc	6/16/2008	02-0720-1008	BUCKET MOP 2" CASTERS W/BUMPEI
Cook County Hospital Store Roo	Progressive Industries Inc	1/3/2008	02-0720-3018	CONTAINER TRASH STEP-ON 18 GAL

Report of the Finance Committee of the Board of Directors
of the Cook County Health and Hospitals System
Meeting of October 10, 2008

ATTACHMENT #2

Cook County Bureau of Health Services

Revenue Cycle Re-Engineering Finance Committee Update October 10, 2008

MedAssets®
flexible approach. custom solutions.



MedAssets Representatives

- Gretchen Ryan – Project Director
- Rob Wright – Executive Project Director

Revenue Cycle Objectives

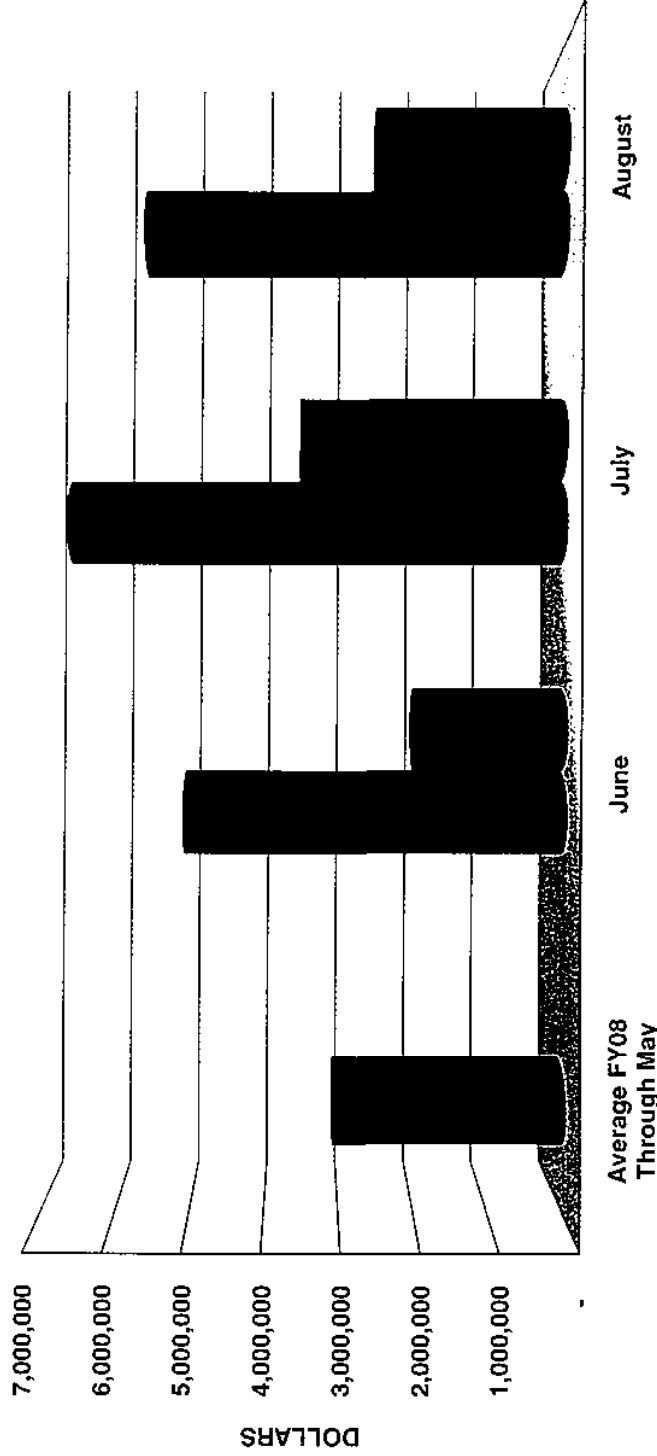
- Accounts Receivable Liquidation
- Financial Counseling
- Patient Access Services
- Charge Capture
- Patient Accounting
- Case Management
- Health Information Management

Agenda

- Results to Date
- Revenue Cycle Initiatives and Information Technology Impact
- Financial Counseling (Eligibility & LOL)
- Patient Access
- Charge Capture
- Patient Accounting
- Case Management
- Health Information Management
- Next Steps

Results to Date

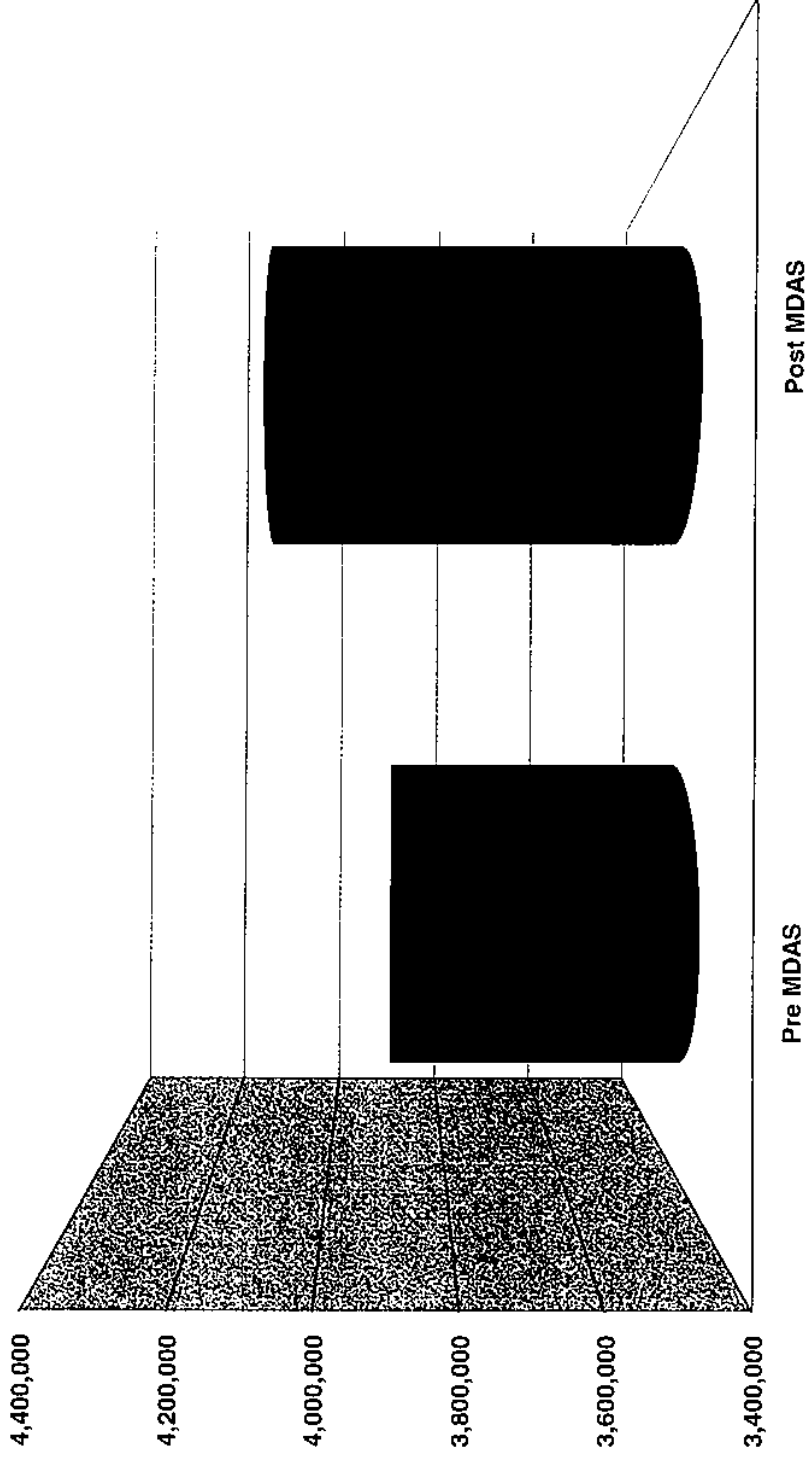
Medicaid Eligibility Improvement - Dollars



	Average FY08 Through May	June	July	August
■ Dollars	3,080,069	5,085,657	6,634,641	5,635,707
■ Dollar Delta		2,005,588	3,554,571	2,555,638

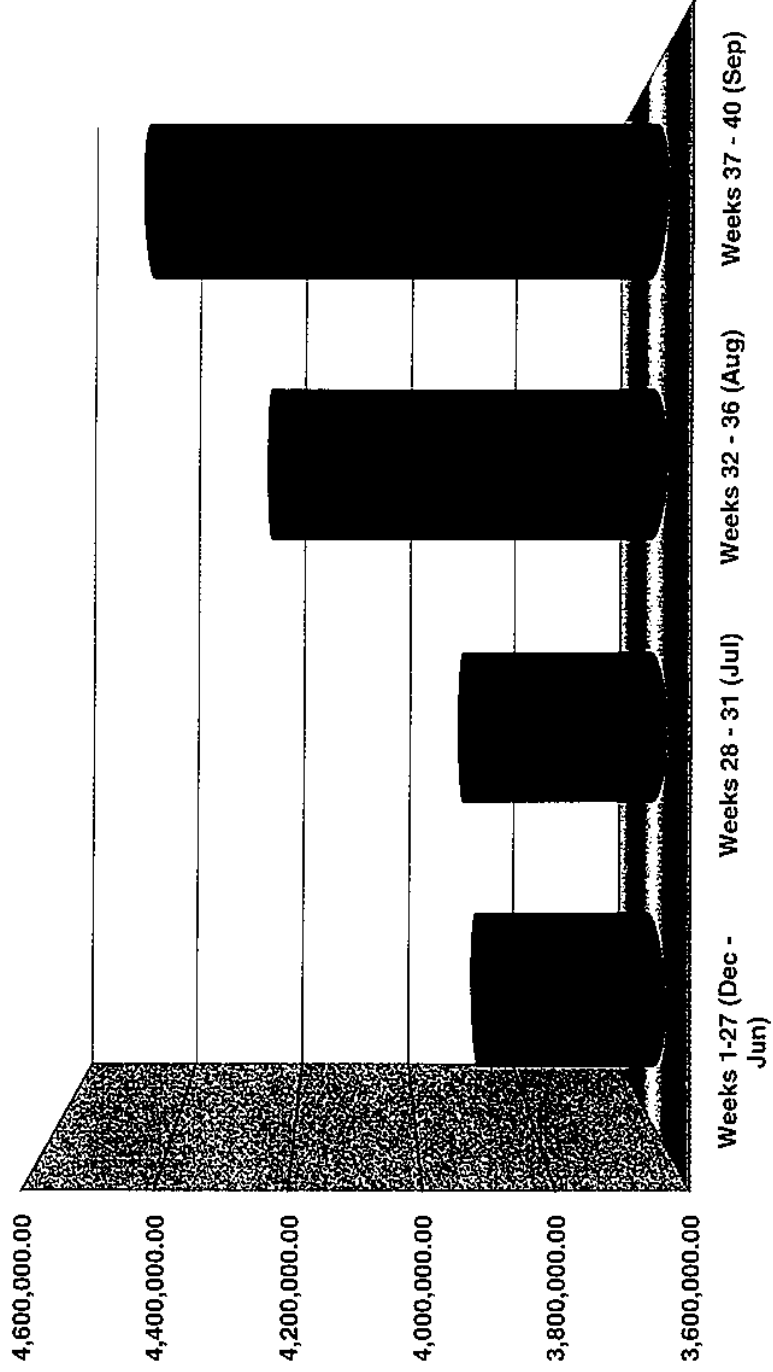
Results to Date

CCHHS Avg \$'s / Medicaid Payment Cycle



Results to Date

CCHHS Avg \$'s / Medicaid Payment Cycle



Top Revenue Cycle Initiatives and Related Information Technology Impact

- Financial Counseling/Medicaid Eligibility
- Patient Access Services
 - Emergency Department Virtual beds (Cerner)
 - Allow for proper reporting and billing of inpatient days consistent with physician orders
 - Standardize Insurance Plan Master Tables (Cerner)
 - Allow for accurate and consistent patient financial information reporting and billing
 - Patient Management Redesign (Cerner)
 - Allow for standardized and accurate registration information gathering and reporting
- Charge Capture
 - Same Day Surgery Charging (Cerner)
 - Allow for more detailed charging mechanism for both reporting and billing
- Patient Accounting/ Accounts Receivable Liquidation
 - Accounts Receivable File Maintenance (Siemens)
 - Allow for more accurate reporting and follow-up of Aged Trial Balance

Financial Counseling/Medicaid Eligibility Work Plan Summary

Implementation Initiatives	% Complete	Start Date	End Date
Complete Vendor Realignment	40%	7/1/08	11/30/08
Complete Staffing Redesign	35%	7/1/08	12/31/08
Complete Operational Improvement s	15%	7/1/08	3/31/09
Complete Policies and Procedures Revisions	75%	7/1/08	11/30/08

- MedAssets is in the final planning stages of developing Service Level Agreements and staffing required requirements to successfully manage the CCHHS uninsured population.
- MedAssets is revising the draft LOL/Charity Care policy to account for new Illinois legislation.

Patient Access Services Work Plan Summary

Implementation Initiatives	% Complete	Start Date	End Date
Complete Pre-Registration Roll-out	10%	7/1/08	11/30/08
Complete Centralized Registration Redesign	5%	6/16/08	3/31/09
Complete Registration Quality & Staff Training	10%	8/1/08	ongoing
Complete ED Registration Reorganization	5%	7/15/08	12/31/08
Complete Bed Management Redesign	50%	8/1/08	12/31/08
Weekly High Dollar Meeting	100%	9/8/08	ongoing

- MedAssets is in the process of hiring Registration staff to augment the roll-out of pre-registration
- MedAssets has implemented a bed management protocol that captures correct admission dates allowing the System to bill for all inpatient days

O/P Ancillary, ACHN/Hospital-Based Clinics, and Charge Capture Work Plan Summary

Implementation Initiatives	% Complete	Start Date	End Date
Complete Surgical Charging Redesign	60%	7/1/08	10/31/08
Complete Physician Professional Fee Charging Redesign	5%	8/1/08	12/31/08
Complete Multiple Visit Charging Procedures	50%	6/15/08	12/31/08
Complete ACHN and Hospital Based Clinic charge capture Process	10%	7/1/08	6/1/09
Complete Charge Capture Process (Inpatient and Ancillary Outpatient Departments)	10%	7/1/08	6/1/09
Complete Radiation Therapy Charge Capture Process	80%	7/1/08	10/31/08
Complete Infusion Therapy Charge Capture Process	30%	7/1/08	12/31/08
Complete Dialysis Charge Capture Process	60%	7/1/08	12/31/08

- The MedAssets charge master tool (Knowledgemaster) is actively interfacing with Siemens

Patient Accounting

Implementation Initiatives	% Complete	Start Date	End Date
A/R Liquidation – Unbilled Receivable	55%	6/16/08	11/30/08
A/R Liquidation – Billed Receivable	75%	6/16/08	11/30/08
Complete Operational Improvements	15%	7/1/08	3/31/09
Complete Self-pay Receivables Management Redesign	5%	7/1/08	3/31/09
Complete Cash Posting Redesign	5%	8/1/08	11/30/08
Complete CBO Implementation	1%	1/1/09	11/30/09
Key Performance Indicator Reporting	100%	7/1/08	9/12/08

- Roll-out Summit work flow application to MedAssets augmented staff October 14, 2008

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- On-site assessment is complete and recommendations will be delivered to Revenue Cycle Leadership

- Assessment initiated at each facility on September 29, 2008. The coding audit portion of the assessment begins on October 14, 2008. The on-site assessment work is due to be complete by the end of October.

Next Steps

- Present Policy and Procedure Amendments for Patient Access and Financial Counseling to Revenue Cycle leadership for approval
- Continue implementation of Pre-Registration Functions, including hiring, system design, and training
- Continue implementation of Financial Counseling Functional Re-design through vendor alignment and coordination with Pre-Registration
- Present Charge Master committee recommendation to Revenue Cycle Leadership